

Neath Port Talbot County Borough Council

Environment Directorate

Business Plan 2015 / 2016

For

Building Services

Prepared by the

**Lighting & Building Services Manager
and
Head of Service, Streetcare Division**

Sponsor

Councillor Edward V. Latham
Cabinet Member for Environment

Introduction

The former Building Services was disaggregated in August 2010 in preparation for the housing stock transfer subsequently took place in the spring of 2011. In parallel the section that carried out Building Maintenance for the Council's Public Buildings portfolio joined the Streetcare Division of the Environment Directorate. From April 2012 operational purchasing and responsibility for the Service Response Centre stores facility also became part of Lighting and Building Services.

Building Services does not have a revenue budget of its own and therefore operates as a Business Unit, being dependent upon charging clients for work carried out. It is therefore crucial that the service takes account of the mix of workload and its timing in resource planning. Preparatory work is undertaken during March/April to establish what capital schemes along with maintenance works are likely to be available for Building Services to undertake. Unfortunately, much of the work in schools is required during the school holidays and a large proportion has to be sub-contracted out.

Details of the staffing structure are shown in Appendix 1

The service is responsible for the following:

The activities of Building Services encompass all aspects of building maintenance and improvement work, it provides an in house solution for building work that is responsive to the needs of the Council and is accountable. The scope of work undertaken is as follows:

- General Building Maintenance including, Carpentry, Bricklaying, Plastering, Glazing and Painting;
- Mechanical Services e.g. Heating Systems Commercial, Plumbing, Gas Services;
- Electrical Services including Installation testing and inspection, Fire alarms, emergency lighting and Portable appliance testing; and,
- Emergency Services for all trades 24 hours/day/365/year;

Services are provided to a wide range of customers:

- Secondary Schools (Capital Maintenance Works, Responsive Repairs, Programmed Work);
- Primary Schools (Capital Maintenance Works, Responsive Repairs, Programmed Work);
- The Authority – for all Civic Owned Buildings;
- Outside bodies e.g. Colleges, Community Councils, and Gwalia Housing (Responsive Repairs and Programmed Works).

As part of ensuring that good quality value for money services are provided to our customers the following accreditations are held:-

- Gas Safe Registered
- NICEIC Registered
- OHSAS 18001
- Investors in People

The anticipated operating budget for 2015 - 2016

• Building maintenance revenue (Internal & Primary Schools)	£2,602,700
• Building maintenance revenue (Rechargeable & Comp Schools)	£597,239
• Capital Works	<u>£ 1,250,000</u>
	£4,449,940

Key Achievements and Performance Summary for 2014/15

- Delivered a balanced financial outcome for the service area. This was achieved by increasing turnover where suitable works could be identified utilising existing employed resources and sub-contractors where appropriate.
- Continued the systems review of the service – Clearview system of work: The simplification of the recharge system to Building Services customers i.e. Labour and materials charge, in a straight forward manner has reduced the number of queries received in comparison to the old style Schedule of Rates claim. Where there have been queries , particularly on emergency response work, the arrival and departure times of the operatives along with the site representative’s signature has been provided from the data collected from the hand held devices now utilised by all emergency response operatives.
- Improving Health and Safety in the workplace - A review and reissue of trade specific Safe working manuals was completed. These included additional HAV’s Risk Assessments, including anticipated noise db level for specific tools used by the various Trades.
- Develop/maintain customer base and Service and testing contracts – Work has now progressed over the year to produce site specific Building Maintenance Log books for the Primary Schools. These will be rolled out (and their use explained) during April/May 2015 and will assist the “Responsible Person” to comply with the requirements for the storage and

recording of key information relating to health and safety for the building user.

- Work to reduce sickness absence levels – Proactive management continued to be applied.
- Building Services Policy document – A draft document has been produced to satisfy an internal audit recommendation (Full routine audit completed Feb 2014). The document confirms procedures on how Building Services conducts its business.
- Annual employee training and development programme completed
- Completed 3,618, Emergency/Urgent jobs.
- Completed 2,694, Non-urgent/Servicing jobs.

Key performance standards and measures are given in Appendix 2.

What are the most important things for the Service to achieve?

The key objectives for 2015/16 that have been agreed with the Chief Executive, the Director of Environment, and sponsoring Cabinet Member are divided between divisional and service specific objectives as follows:

Corporate/Divisional Aims and Key Objectives

Aims

To play a key role in ensuring Neath Port Talbot is a place where people want to live, work and visit; to deliver services that improve environments and amenities; to help revitalise communities and facilitate the role of Council elected representatives as Community Champions.

To secure these aims the following vision and values have been adopted:

Vision

Citizen admired services which are resilient, adaptive, efficient and effective

Values

Mutual trust and respect, leading by example, no blame, team and collaborative working, empowered staff, fairness, acting with integrity, openness and doing what matters

Service Specific Aims and Objectives

Within the above context the purpose of Building Services as identified by its customers through a System Review is:

Purpose of Building Services

To perform a comprehensive building service to ensure properties are fit for purpose. *(Which links in with the Strategic Schools Improvement Plan principal of improving the standard and suitability of accommodation)*

Furthermore, specific service objectives are:

- SO1 To provide continuously improving services which meet the needs and expectations of users and the general public, in a cost effective and professional manner.
- SO2 To undertake schemes to agreed cost, quality and time.
- SO3 To provide services which are attractive by delivering ‘What Matters’ to our clients.
- SO4 To minimise waste, recycle, and make the most sustainable use of materials where possible.

Priorities to be achieved for 2015/16

To achieve our aims and objectives the following key priorities have been identified:

1. To deliver the savings contribution allocated within the Council’s Forward Financial Plan.
2. To maximise attendance at work and minimise sickness absence.
3. To ensure performance management arrangements in the Service are effective and in line with the Council’s Corporate framework, including the completion of Employment Development Reviews.
4. To continue to develop systems to deliver what matters to our customers.
5. To continue to invest in our staff taking account of succession planning.
6. To continue to develop collaborative work internally and with contractors where beneficial, and to measure customer satisfaction.
7. To maintain effective business continuity and emergency response plans.

8. To maintain high standards of Health and Safety at Work
9. To restructure Building Services due to ER/VR losses and Building portfolio reductions.

Why have these priorities been set?

These priorities have been set for the following reasons:

- 1 To fulfil the requirements of the agreed Forward Financial Plan developed through detailed consideration over several months by the Corporate Management Group (Corporate Directors' Group and Heads of Service) in consultation with Members and Staff. This was required following the UK Comprehensive Spending Review and subsequent decisions by Welsh Government concerning the allocation of funding over the Public Sector in Wales.

Delivery of the following savings is currently required from Building Services: Generate and contribute £100,000 per annum trading account profit (circa 2%) towards balancing the budget for the Environment Directorate.

2. Taking forward the outcome of the corporate reviews of Performance Management and Sickness Management
3. Business continuity and resilience
4. To deliver efficiency savings and continue to enhance value for money where possible.

Delivery of these priorities will help ensure the long term sustainability of the service and the resultant user benefits as set out in the service objectives.

What risks have been identified and how will risks be managed.

Business planning includes an annual risk assessment detailing the identified risks, an assessment of each risk, and how the risk is to be addressed. The risk assessment for Building Services is given in the appendices and linked actions are identified in the Service Action Plan.

How will we secure the identified priorities to be achieved?

Restructure of Lighting and Building Services

As a consequence of the Council's building portfolio reducing in size and consequent work available to Building Services, reductions in specific areas of operations have been made. Due to the anticipated down turn in electrical and boiler work, three operatives left the Council's employ at the end of March 2015. This reduction in workforce necessitated a review of the supervision and management. Subsequently a mechanical supervisor also took voluntary redundancy in March and the incumbent Accountable Manager for the service is also due to finish at the end of June 2015. As part of the wider VR implications in Streetcare Services the opportunity to relocate the Purchasing and SRC Stores staff to Highways and Drainage Service will also take effect from 1/7/2015.

Succession Planning.

During the first quarter of the financial year much work will be carried out to train and hand over responsibilities to those affected by the restructure and identify training needs where necessary. However, it is essential that with an ageing workforce that succession planning is identified, resourced and funded to ensure that Lighting and Building Services continues to be equipped and fit for purpose.

System review and redesign of service delivery.

During the systems review a 'What Matters' survey was conducted with our service users and are listed below. It is essential that the service endeavours to develop robust systems and processes to deliver:

- Cost and value for money
- Good communication between building surveyors and works supervisors
- We're there when we say we will be there
- Quality of workmanship
- Good communication between workforce and building management e.g. head teachers
- Communication of proposed start/finish date for works
- Completion of works within agreed time
- Responsiveness to fault reports
- Good programming of works
- Good working relationships
- Health and safety of building users whilst work ongoing

Work Load & financial outturn

Anticipated income for 2015/16 is £4,450,000 which will, if achieved, provide a balanced budget. This is dependent upon programme timescales and the split of in-house and contractor works flows are forthcoming, this along with revised overhead levels their impact upon the Trading Account will require active monitoring to establish trends.

Customer base

Building Services has a limited customer base and has been affected by implications of the on-going Schools review. The effect upon Building Services on any further changes will have to be considered and any potential TUPE issues highlighted if relevant. New customer opportunities will be developed where possible. In relation to the recent transfer to Gwalia of the Homes for the Aged, Building Services entered into a circa £60k SLA to carry out servicing, testing and maintenance works until June 2015. The agreement is currently being extended on a rolling three month basis.

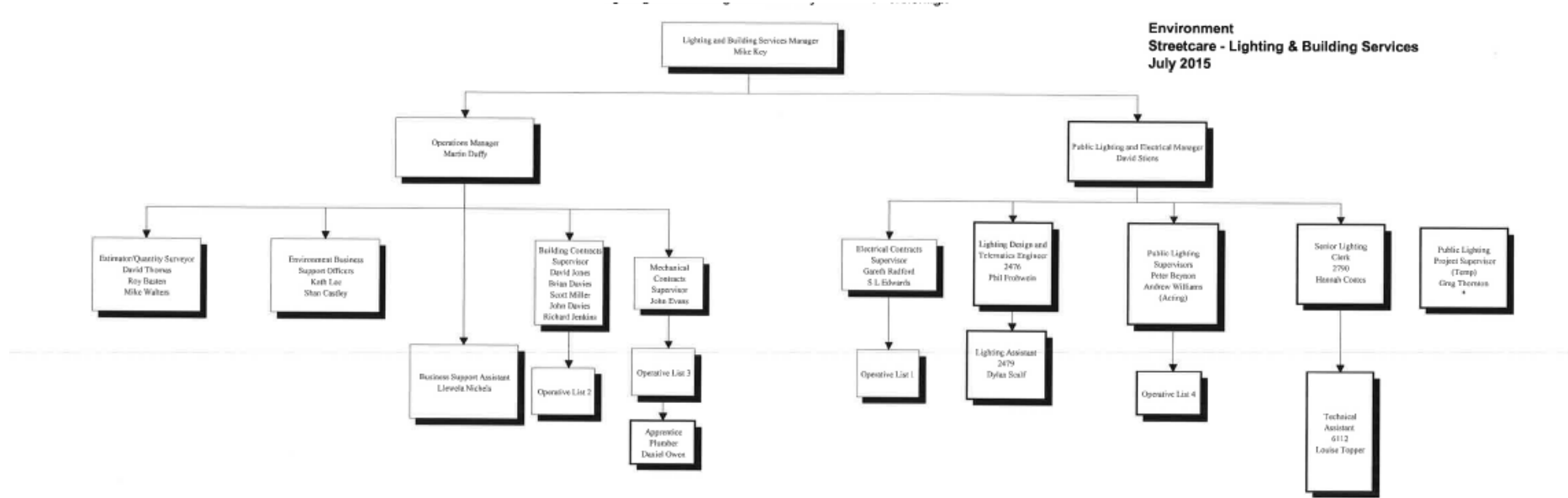
The service improvement action plan detailing the priorities for the next 12 months is given in Appendix 4.

Performance Management

Each Accountable Manager in Streetcare Services is required to produce a Business Plan given they are responsible for substantial front line service responsibilities and resources, and often have substantial change programmes. The Head of Service and relevant Cabinet Board Member have contributed to and approved this plan against which progress will be reviewed with the Accountable Service Manager approximately midway through the financial year. In addition, during the year the plan may be scrutinised by the appropriate Scrutiny Committee.

To help facilitate effective performance reporting and scrutiny, the Accountable Manager Alan Jenkins /Mike Key and Operation Manager Martin Duffy are also required to produce a Performance Report Card including key measures, targets (where appropriate) and benchmarks (where appropriate), that can be used to gauge how well the service is progressing in achieving the prioritised outputs and outcomes. This Performance Report Card will be presented to the appropriate Scrutiny Committee during 2015/16.

Appendix 1



Key Performance Standards & Measures**Appendix 2**

No	Performance Measure	Actual 12/13	Actual 13/14	Actual 14/15	Linked Actions
L1	Average number of FTE days due to sickness.	3.1	2.9	3.5	A5
L2	4 hour Emergency attended or completed within 4hours	2052 jobs 85% (92% within 2 days)	1612 jobs 89% (95% within 2 days)	1399 jobs 87% (95% within 2 days)	A1/A3
L3	24 hour Emergency attended or completed within 24hours	2355 jobs 73%	2188 jobs 78%	1758 jobs 75%	A1/A3
L4	7 day Urgent completed within timescale	929 jobs 59%	934 jobs 48%	607 jobs 54%	A1/A3

Value for Money: Materials are procured through National Procurement Service contracts and individual specific tenders are undertaken where required. With regard to Labour charges these are set annually and charged back using the “clear View” invoicing process set up following the systems review i.e. invoicing for labour time spent on site only. Direct comparisons are made where possible where we tender for work

Risk Table

Appendix 3

Step 1 – Identification of Risks			Step 2 – Assessing the Risks			Step 3	
Risk No	Risk Description	Cause of Risk	Likelihood	Impact	Risk Score	How Risk is to be Addressed	Linked Actions
R1	Failure to meet anticipated income levels	Reduced capital budget, timing of proposed works	2	1	3	Budget monitoring, lobbying regarding timing of proposed work to maximise turnover	A3
R2	Reduced workload capacity	Changes in structure to achieve required efficiency savings	4	2	6	Flexible use of employees and employment of contractors as appropriate.	A3
R3	Implementation of system review changes in particular; developing hand held systems for servicing duties	System review implications	2	2	4	Close supervision and management of the introduction of the process	A1
R4	Loss of service and testing workload	Proposed “all in” contracts being considered for all building establishments	3	2	5	Discussions with Property & Regeneration colleagues	A3/4
R5	Reducing workforce size affecting skills capacity	Ageing workforce and lack of finance to fund succession planning	4	2	6	Ensure skills shortage is addressed by targeted spend of training budget	A1/3/4
R6	Change of Accountable manager	Retirement of incumbent L&BSM	4	2	6	Structured hand over of duties and mentoring of new accountable manager	A7

Linked Actions – The number(s) of the associated action(s) in the Action Plan that will mitigate or minimise the risk identified

Service Improvement Action Plan

No	Action	Supporting Corporate/Service Objective(s)	Officer Responsible	Finance Identified	Target Date Milestones	Linked Indicator & Risks
A1	Continuation of roll out of systems review redesign of service delivery	SO1, SO2, SO3	AJ/MK/MD	Web	Ongoing	R3
A2	Improve/maintain Health and Safety within the work place	SO1, SO3	AJ/MK/MD	Web	Ongoing	
A3	Maintain and develop customer base	SO1	AJ/MK/MD	Web	Ongoing	R1/2/3/4
A4	Establish processes to manage 'All in' service and testing contracts	SO1,SO2,SO3	AJ/MK/MD	Web	Dec 2014	R4
A5	Work to reduce sickness absence levels	SO2	AJ/MK/MD	Web	Ongoing	

No	Action	Supporting Corporate/Service Objective(s)	Officer Responsible	Finance Identified	Target Date Milestones	Linked Indicator & Risks
A6	Develop succession planning/training strategy	SO1,SO3	AJ/MK/MD	Web	Dec 2015	R5
A7	Structured hand over of Accountable Managers duties	SO1,SO3	AJ/MK	Web	June 2015	R6
A8	Ensure EDR's are completed	SO1, SO3	MK/MD	Web	March 2016	N/A
A9	Measure customer satisfaction	SO1,SO2,SO3	AJ/MK/MD	Web	March 2016	N/A